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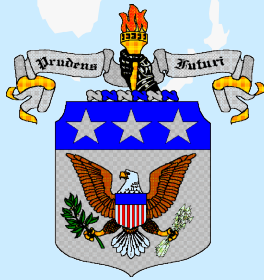
PLANINNG CONSIDERATION FOR PEACE OPERATIONS

1 March 2001



PEACE OPERATIONS PLANNING

PURPOSE: 1. Provide an Overview

2. Identify key considerations

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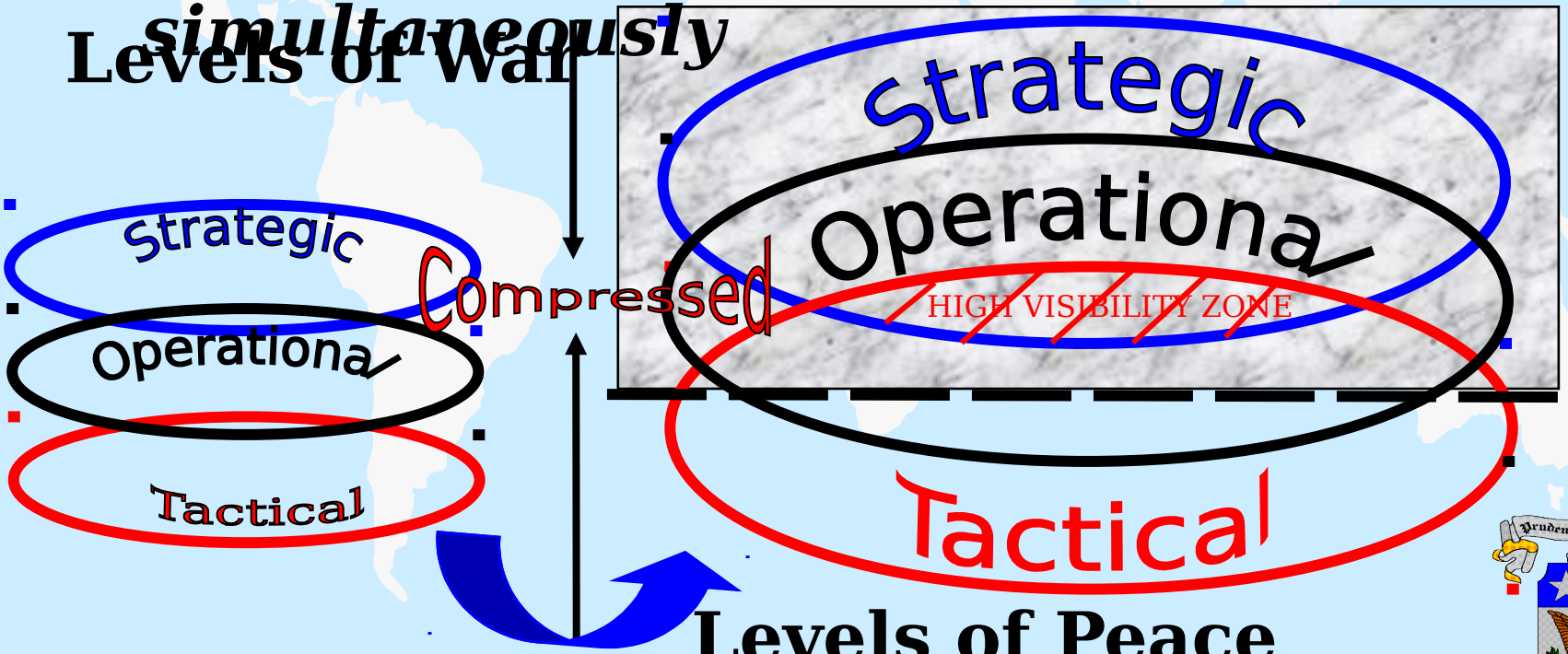
Overview of Joint Operation Planning

Joint operation planning is directed toward the employment of military forces within the context of a military strategy to attain specified objectives for possible contingencies.

JP 5-0, "DOCTRINE FOR PLANNING JOINT OPERATIONS"

Levels Of Peace Operations

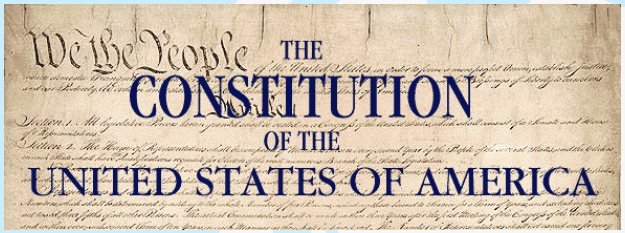
The levels of war are compressed in Peace Operations. Tactical actions can have strategic impact. Staffs must operate at all levels simultaneously



Planning Environment

- Multinational operations
  - National agendas increase friction
- Interagency Operations
- Political process is laborious and not timely
- Political influence down to tactical level
- CMO is the focus
- NGO and IO will be part of the fabric of the environment.
  - NGO/IO bring capabilities and agendas
- High level of media focus
- Risk management is a central

STRATEGIC GUIDANCE



Presidential Decision Directives (NSPD)

United States Title 10

National Security Strategy

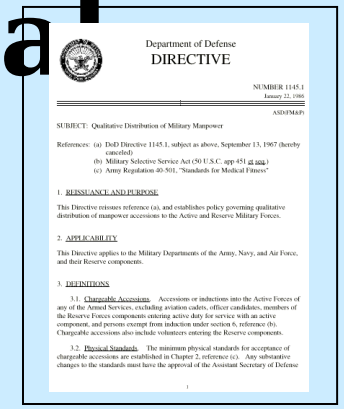
National Military Strategy

Defense Planning Guidance

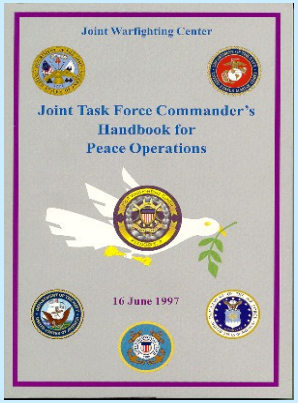
Joint & Multinational Guidance

CINC CON OPS

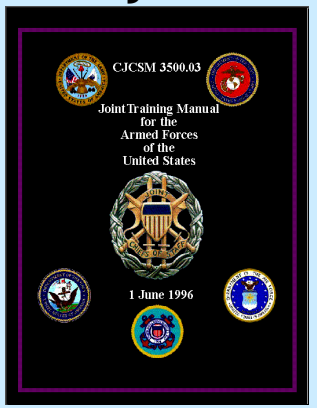
DOD DIRECTIVES


Department of Defense
DIRECTIVE
NUMBER 1145.1
January 22, 1986
ASD(FM&P)
SUBJECT: Qualitative Distribution of Military Manpower
References: (a) DoD Directive 1145.1, subject as above, September 13, 1967 (hereby cancelled)
(b) Military Selective Service Act (50 U.S.C. app 451 et seq.)
(c) Army Regulation 40-501, "Standards for Medical Fitness"
1. REISSUANCE AND PURPOSE
This Directive reissues reference (a), and establishes policy governing qualitative distribution of manpower accessions to the Active and Reserve Military Forces.
2. APPLICABILITY
This Directive applies to the Military Departments of the Army, Navy, and Air Force, and their Reserve components.
3. DEFINITIONS
3.1. Chargeable Accessions. Accessions or inductions into the Active Forces of any of the Armed Services, excluding aviation cadets, officer candidates, members of the Reserve Forces components entering active duty for service with an active component, and persons exempt from induction under section 6, reference (b). Chargeable accessions also include volunteers entering the Reserve components.
3.2. Physical Standards. The minimum physical standards for acceptance of chargeable accessions are established in Chapter 2, reference (c). Any substantive changes to the standards must have the approval of the Assistant Secretary of Defense

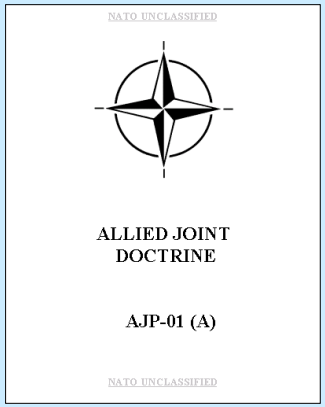
JOINT HANDBOOKS



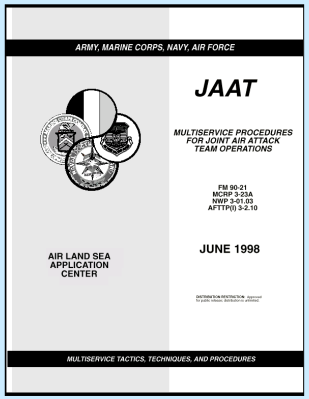
CJCSM & CJCSI



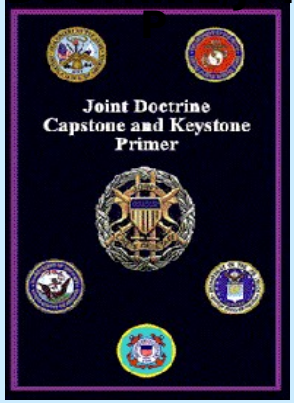
ALLIED JOINT PUBLICATIONS



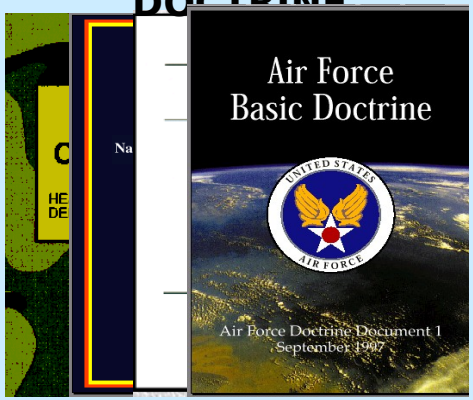
MULTI-SERVICE TTP



JOINT DOCTRINE/ITT



SERVICE DOCTRINE



Key Documents

- **Security Council Resolution (UNSCR)**
- **Peace Agreement**
- **Mandate**
- **Status of Forces/Mission Agreement (SOFA/SOMA)**
- **Terms of Reference**
- **Rules of Engagement (ROE)**
- **Memoranda of Understandings (MOUs)**

Note: These are living documents than need continuous management

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Mission Guidance

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Mission Analysis

- Essential and must not be truncated to meet political exigencies
- Consider political and military guidance
  - May not be timely and adequate
- Based on comprehensive IPB
  - Demographic analysis
  - Use of all sources: NGO/ IO/
  - Coordinated in-country surveys

Mission Analysis cont.

- **Focus on Consent and Legitimacy**
  - **These will determine the nature of the operation.**
  - **These have political, legal, social, informational and economic implications.**

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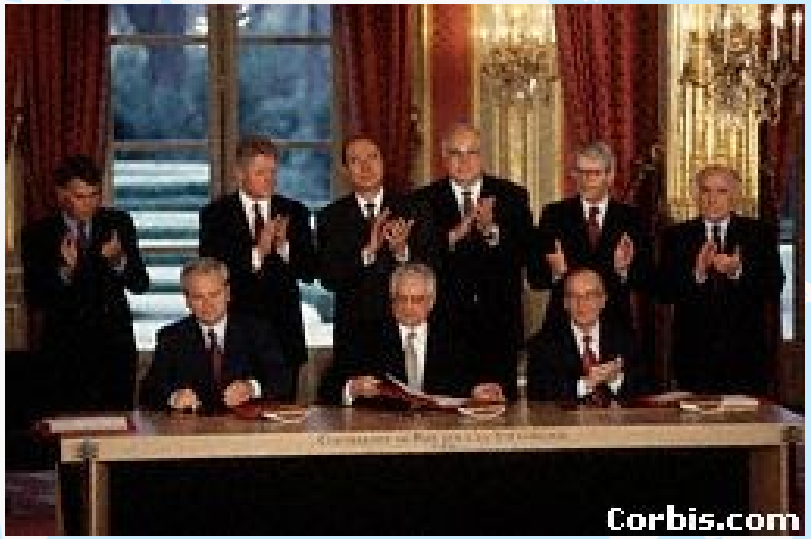
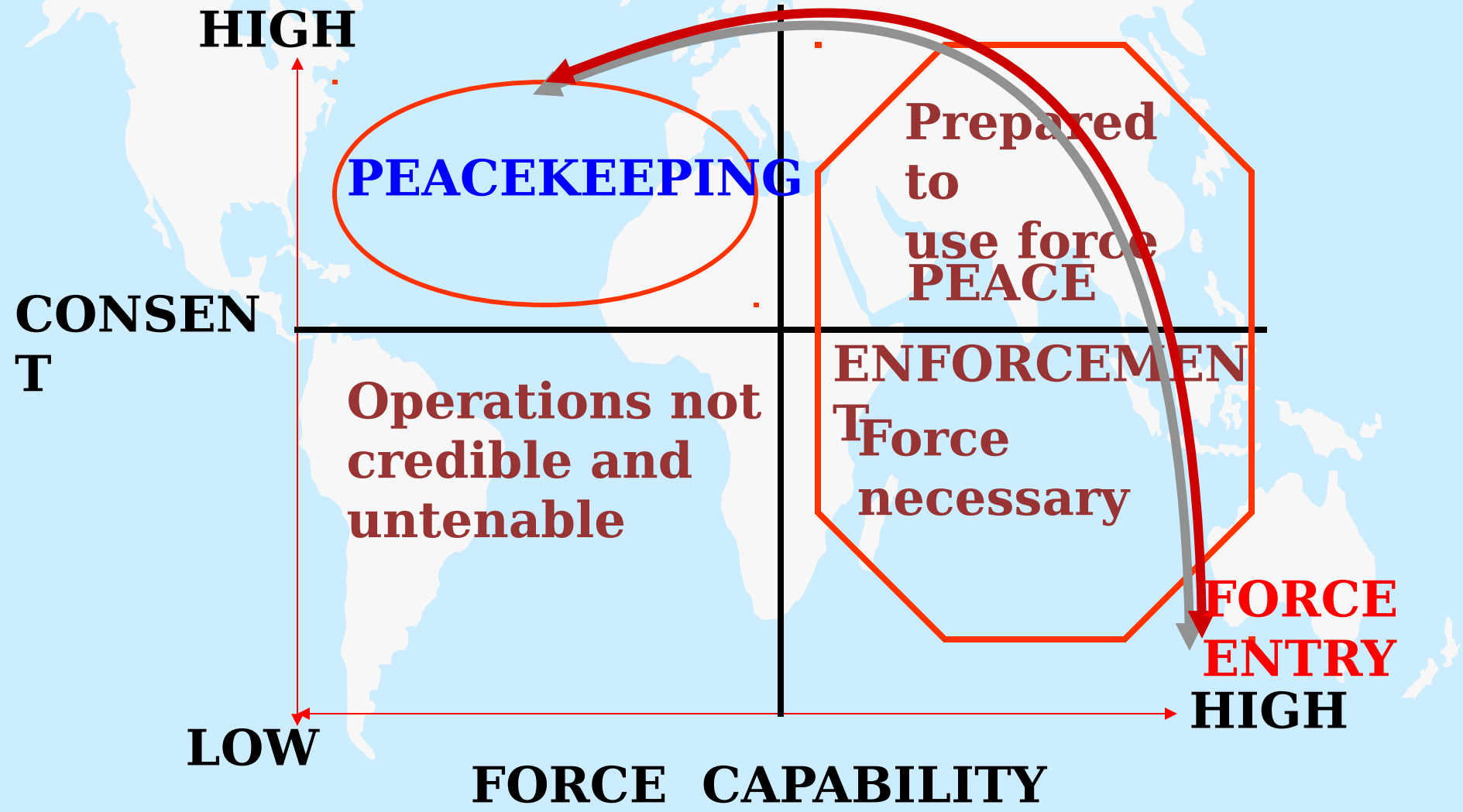
Consent

- **Shapes the Operation**
- **Not Static**
- **Must be promoted and sustained**
- **Affected by**
  - **Legitimacy**
  - **Credibility**
  - **Impartiality**



Deployment Options



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Key Questions

- What are the military and civil conditions that must be attained to achieve the strategic and operational objectives?
- What sequence of action on both the military and civilian side will produce these conditions?
- How should the military resources be applied in concert with civil resources to accomplish that sequence of action?

Key Questions
continued

- How best can these actions be designed to transition from military to civil authorities?
- Are the associated risks acceptable?

Objectives End States and Success

- Based on mandate, agreements, and directives
- Broad including military and civil goals
- Military objectives and end state is subordinate and supportive
  - Measured by benchmarks
  - Clearly defined set of criteria
  - Linked to overall political/ economic end state

OBJECTIVE

- **Military objectives directly associated with Political**
- **Political objectives are not static**
- **Military must participate in political process**
- **Military Objective must be appropriate and attainable**

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Criteria for Success

- **Preconditions**
  - **Factors the commander considers necessary**
  - **Relate directly to inherent risk**
  - **Influences National Participation**
- **Standards**
  - **Measurers of effectiveness to measure progress**
  - **Basis for transition to civil effort**

Measures of Effectiveness

- Developed through interagency and multinational process
- Appropriate for each agency
- Related to objectives and End State
- Consistently measurable
- Attainable by resources
- Timely

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Measurers of Effectiveness Examples

- **MILITARY**
  - **Separation of Militaries**
  - **Cantonment of Weapons**
  - **Cessation of Belligerent Military Operations**
- **HUMANITARIAN ASSISTANCE**
  - **Crude Mortality Rate per 10,000**
  - **Mortality Rate for 5 years old and under**
  - **Shelter Space per person**
  - **Number of toilets per 20 people**

Planning Considerations

- Operational Design
  - Centers Of Gravity
  - Decisive Points
  - Etc.
- Operational Framework
  - Force Composition
  - Command & Control
  - Theater Organization
- SYNGERY and BALANCE
- Transition
  - Measures Of Effectiveness
- Civil Military Opns
- Information Operations
- Intelligence
- Logistics
- Legal
- Fiscal
- Use Of Force [Roe]
- Force Protection

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Operational Design

- **Mental process that assists the commander to focus his power against the center of gravity.**

Operational Art

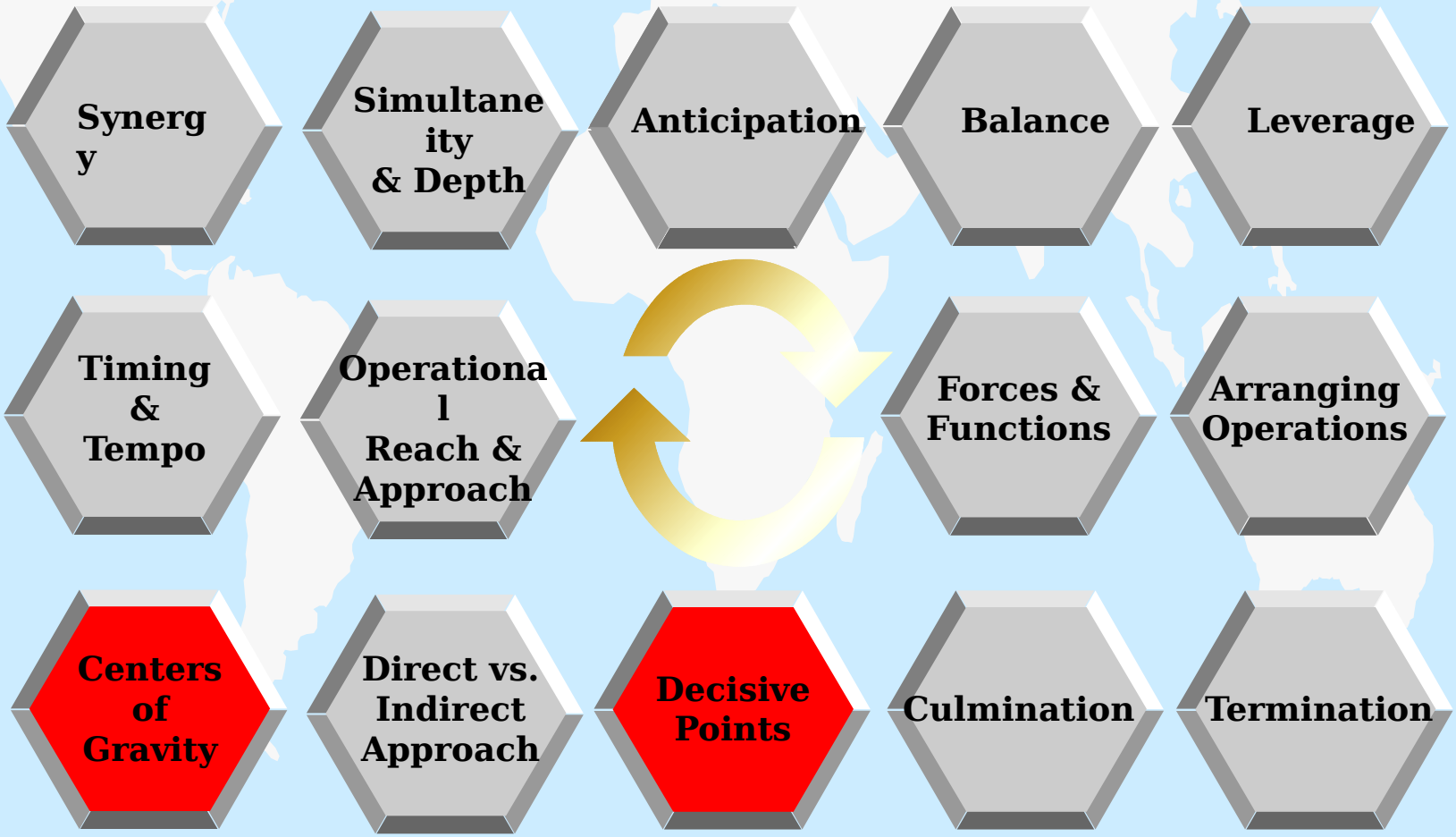
- Transfers strategic objectives into an operational design that links and integrates tactical operations to achieve strategic aims

Operational Art: Overview of Operational Art

Joint force commanders employ operational art, in concert with strat guidance and direction received from superior leaders, in develop campaigns and operations

Operational Art: Overview of Operational Art

Joint force commanders employ operational art, in concert with strat guidance and direction received from superior leaders, in develop campaigns and operations

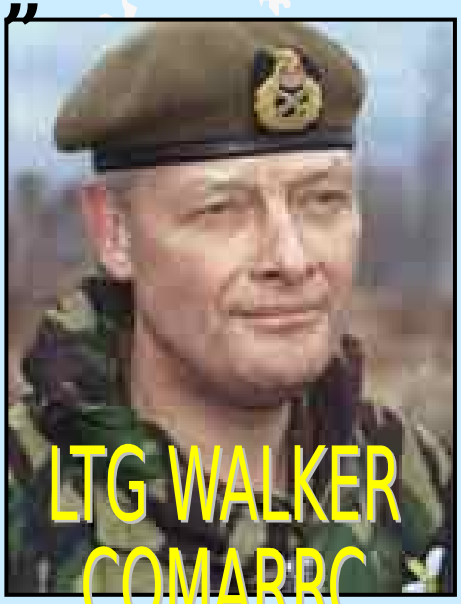


Peace Operations Centers of Gravity

- It is political rather than military
  - It has psychological dimensions
- THEREFORE:
  - Military power alone can not influence the Center of Gravity
  - Interagency Operations are required

Center Of Gravity
Joint Endeavor

“ THE PERCEPTION OF THE BELLIGERENT THAT THEY ARE TREATED FAIRLY AND EQUITABLY ACCORDING TO THE TERMS OF THE AGREEMENT.”



Decisive Points

- A point from which a Center of Gravity can be threatened
- Keys to unlocking the Center of Gravity
- They are determined not chosen!!!

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DECISIVE POINTS

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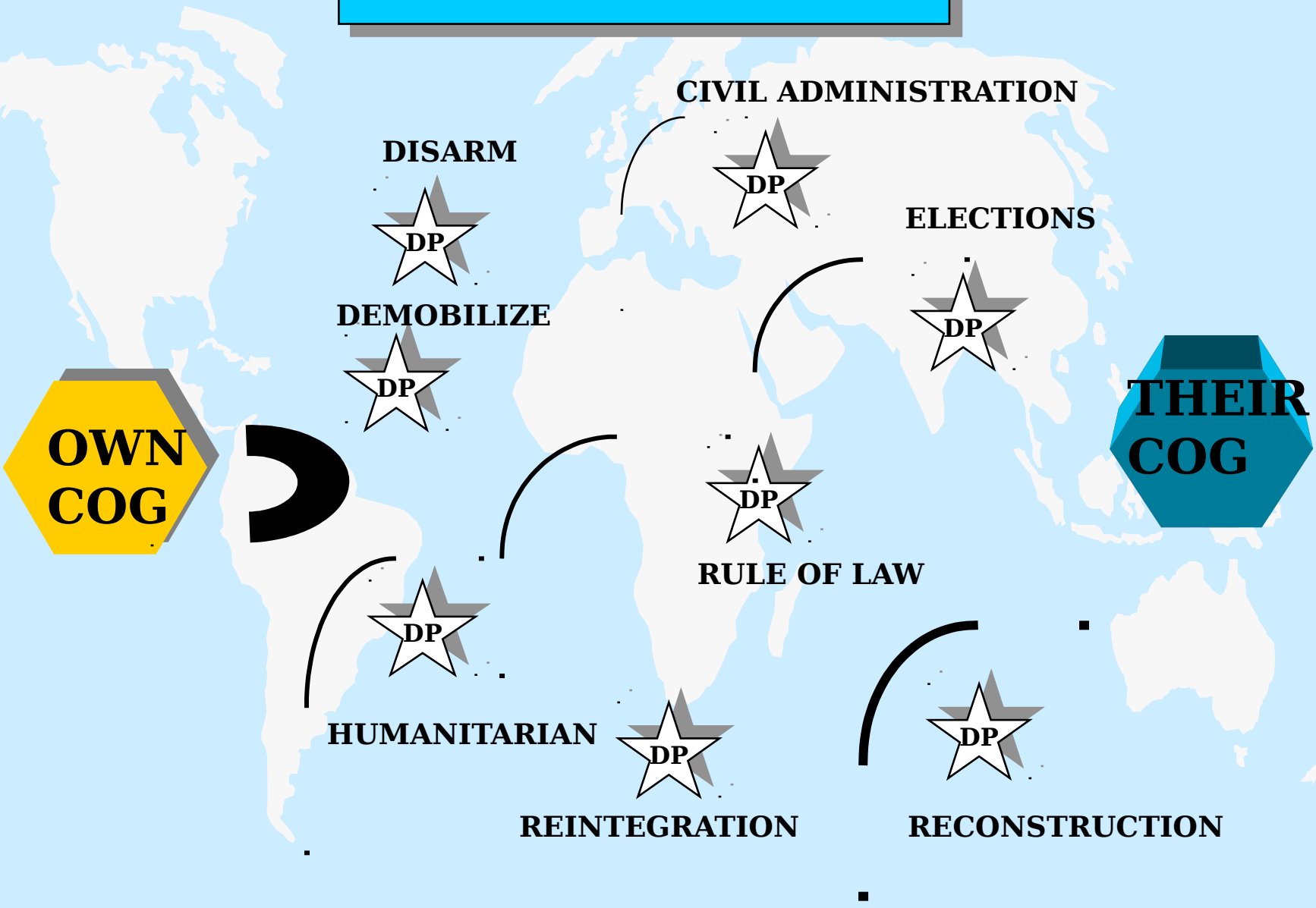
PEACE OPERATIONS



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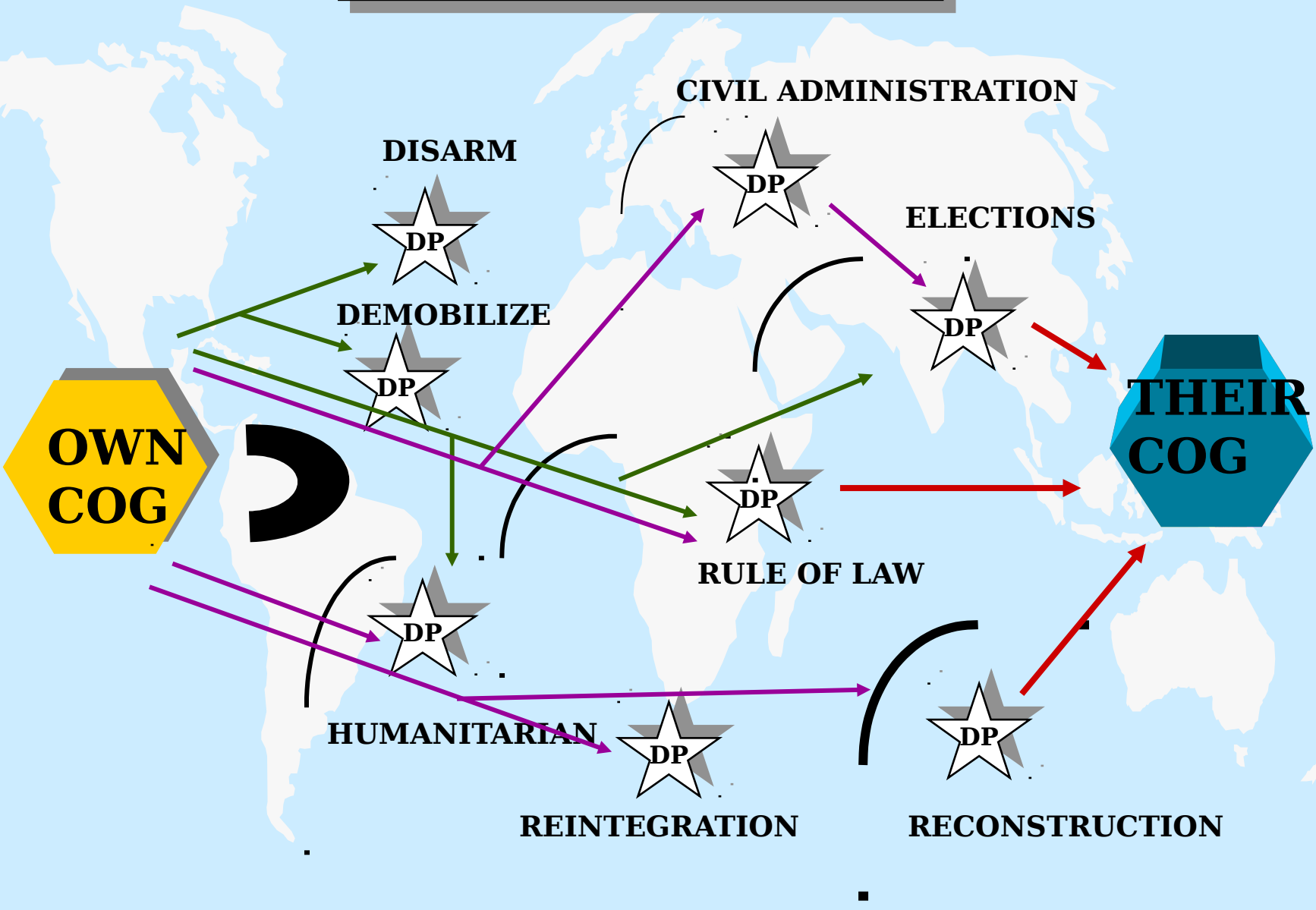
PEACE OPERATIONS



Operational Art: Conclusion

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Operational Framework

- **Establishes the means to achieve unity of effort and strategic advantage**

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Force Composition & Theater Organization

- Design of Command Structure
- Selection of National Participants
- Geographic Location of Multinational forces
  - Political reality
  - Compatibly
  - Support Arrangements
  - History

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CREDIBILITY

- **Depends on**
  - **Force Capability**
  - **International Will**
  - **Authority**
  - **Resources**
  - **Decisive Action**
- **Perception is critical**

Command and Control

- Lead Nation/ Alliance
  - Recommended for Peace Enforcement
- Parallel
- Combination

Command Relationships

- **Definitions: [UN, NATO, US, Allied]**
  - **OPCOM, OPCON, TACOM, TACON**
- **Transfer of Authority**
  - **Timing**
  - **Location**

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Synergy and Balance

- Knowledge
  - Doctrine
  - Training
  - Equipment
  - Techniques
- Force Mix
- Mission Focus
- Mutual Confidence

Synergy and Balance cont.

- **Flexibility**
- **Understanding**
- **Critical Operating Systems**
- **Liaison**

Multi-national Operations Considerations

- Common Objectives and End States
- Force Mix
- Interoperability of Critical Operating Systems
- Command Arrangements and Authorities
- ROE
- Language Barriers
- Cultural Backgrounds
- Military Capabilities and Training
- Logistical Support System

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Transition Planning

- **Multinational, interagency integrated planning early on**
- **Based on Understanding of Capabilities, Responsibilities, and Resources**
- **Result in and agreed glide path for decreasing military involvement and increasing civil involvement**

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Transition Phases

- **TRANSFORMATIONAL**
  - **Military predominance to establish security and force compliance if required**
  - **Emergency infrastructure**
- **STABILIZATION**
  - **Shift to Civil Implementation**
  - **Military maintain internal security and enables civil implementation**
- **NORMALIZATION**
  - **Termination of military opns**
  - **Final had off to civil control**

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CMO Principles

- **Harmonization**
  - **Political Framework**
  - **Pol-Mil Plan**
  - **Support Mechanisms**
  - **Using Lead Nations or Organizations**
- **Empowerment**
  - **Involving Local Community**
  - **Understanding NGO Capabilities**
- **Appropriate Use Of Military Ass**

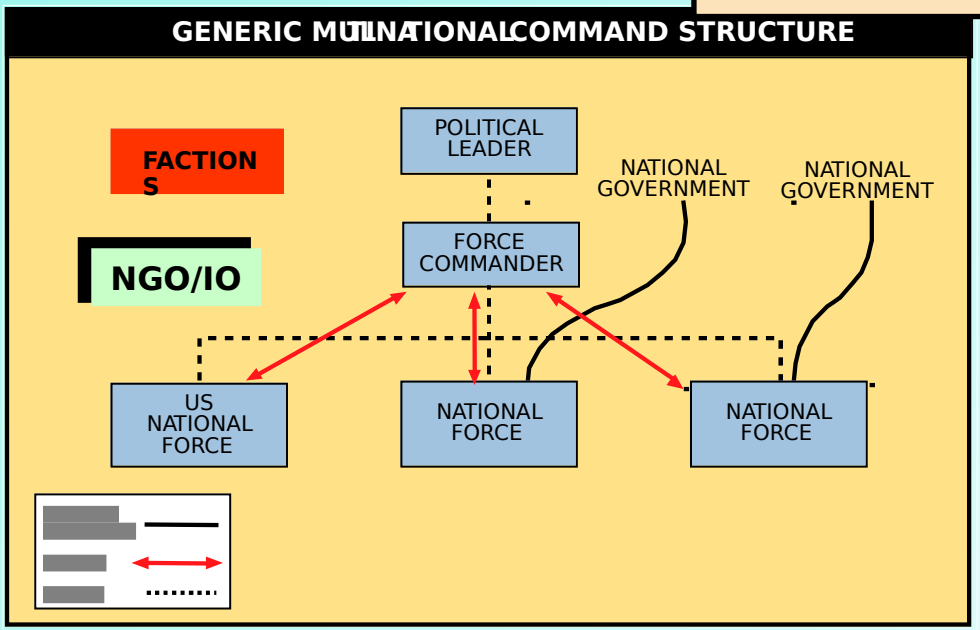
Harmonization Mechanisms

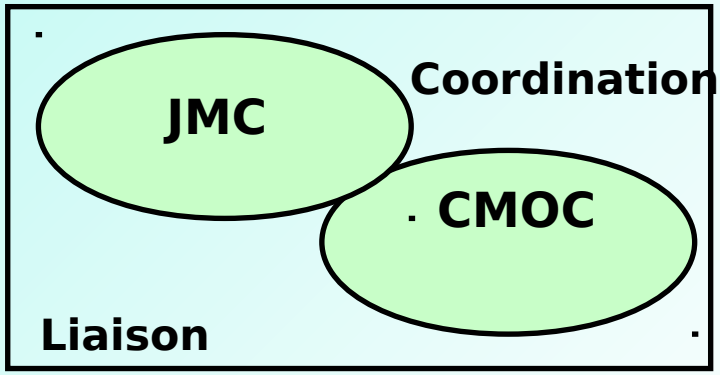
NEGOTIATIONS

CULTURAL CONSIDERATIONS

MEDIATION

COMMUNICATIONS





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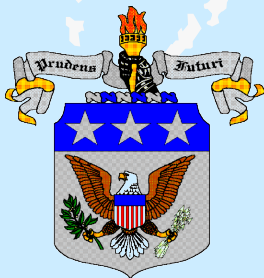
Support To Peace Building

- Disarmament/ Demobilization/ Reintegration
  - Demining
- Civil Law And Order/ Public Security
  - UNCIVPOL
  - Penal
  - Judicial
  - War Crimes
  - Corruption
- Humanitarian Assistance
  - Refugees
- Reconstruction
  - Restoration
  - Transformation
- Governance, Civil Administration and Civil Society
  - Elections
  - Civil Assistance
  - Education
- Human Rights, Social Reconciliation
- Public Diplomacy and Information Operations



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Disarmament, Demobilization, Reintegration

- Possible Military Support
  - Intelligence
  - Information Operations
  - Security
  - Verification
  - Logistical assistance
  - Training assistance
  - Military to Military contacts
- Civil Agencies
  - Economic and Developmental assistance
  - Political negotiations
  - Information Operations public diplomacy
  - Fiscal support

Civil Law and Order

Public Security is the responsibility of civil organization
However, the Military may have to support:

- Provide a safe and secure environment
- Fill the GAP until UNCIVPOL is fully operati
- Support Judicial Reform
- Administer Penal system until local system is reestablished

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Humanitarian Assistance

- **Responsibility of Civil Agencies (NGO & IO)**
- **Increased Military Support in Transformation Phase. Goal**
  - **Save Life**
  - **Create the beginnings of a sustainable infrastructure.**

Humanitarian Assistance cont.

- Provide emergency relief- water
- Provide emergency relief- food
- Provide emergency relief- shelter
- Provide emergency relief- medical
- Community development
- Provide for care, protection, and resettlement of Refugees & IDPs

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Reconstruction

- **INFRASTRUCTURE RESTORATION:**
  - Reconstitution of power
  - Rehabilitation of agriculture
  - Repair of transportation facilities and systems
  - Restoration of communications systems
  - Restoration of essential fire fighting services
  - Restoration of essential mortuary services
  - Control environmental damage
  - Restore Health & Sanitation System
  - Restore functioning of the economic production and distribution sector
- **ECONOMIC TRANSFORMATION**
  - **Restore employment opportunities/ job training**
  - **Initiate market reforms**
  - **Mobilize domestic and foreign investment**
  - **Assist in economic integration and cooperation**
  - **Supervise monetary reform**
  - **Rebuild public structures**

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Reconstruction Responsibilities

- **Military should render limited support to Infrastructure Restoration to fill the gap to**
  - **Prevent loss of life**
  - **Insure a Secure Environment**
- **Non-military is solely involved in Economic Transformation**

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Governance & Civil Administration/ Civil Society

- Support Civil Administration
- Election support
- Foster the establishment of effective interim or transition government
- Support/ reestablish public education
- Support/ reestablish open and independent media

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Human Rights and Social Reconciliation

- **Support resettlement and land reform**
- **Support missing persons and PW**
- **Support reconciliation mechanisms**
- **Monitor/ provide human rights training for all sectors of govt**. including the military

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Public Diplomacy and Information Operations

- Promote understanding of reconstruction efforts, rule of law, and civic responsibility through public diplomacy/ information operations.
- Promote and sustain consent for the operation in country and elicit international support for Peace Support Operations.

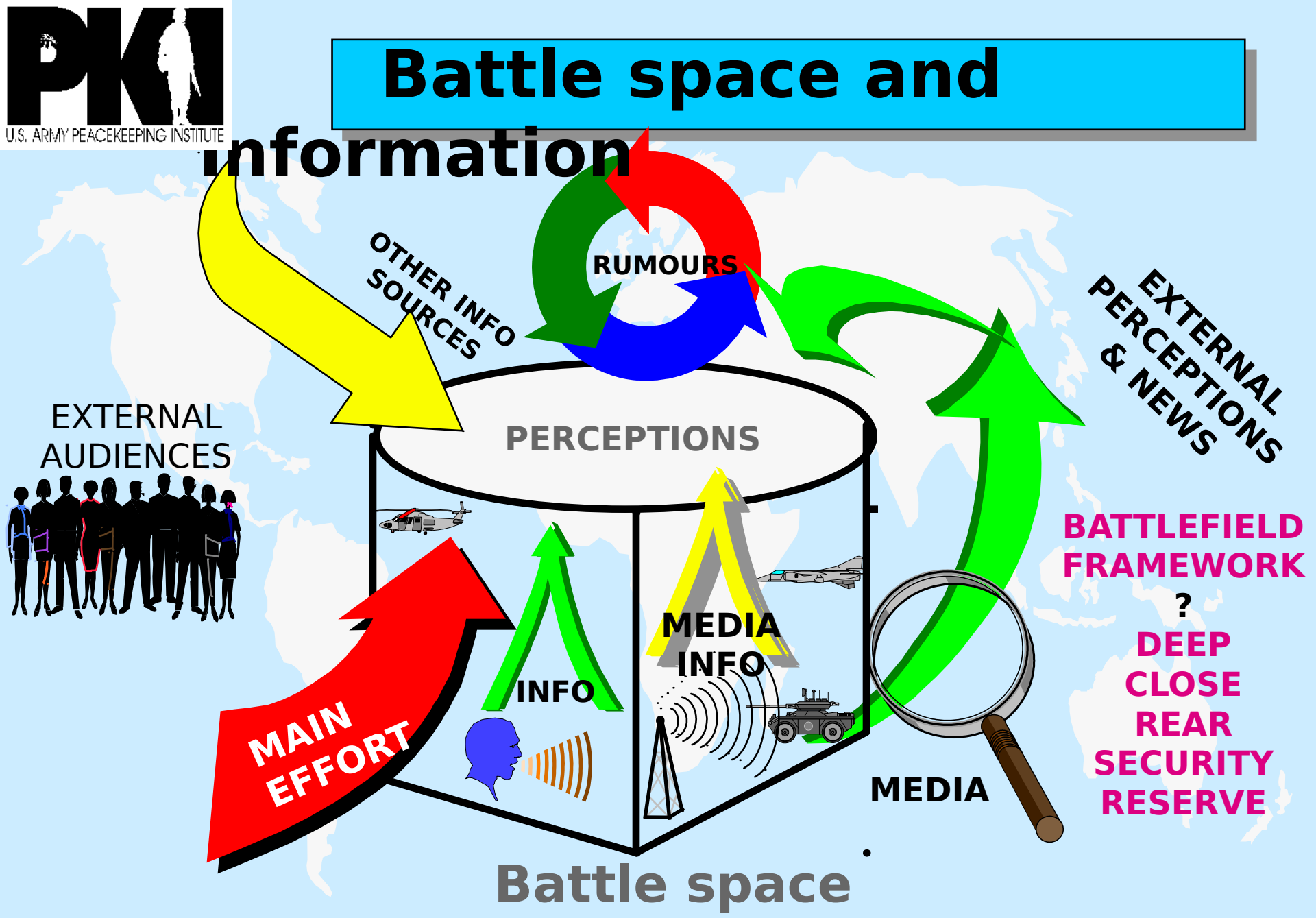
Information Operations

Definition: Actions taken to affect adversaries' information and information systems while defending ones own.[DOD]

Actions taken to affect adversaries' and influence others' decision-making process, information, and INFOSYS and defend our own.. [Army]

- **Different from IO ops in War**
  - **Global infrastructure extends down to individual soldier**
    - **Commander has less control over info**
    - **Allies and partners have different agendas**
    - **Info superiority is transitory**
    - **Military is a late comer**
- **Commanders primary weapon**

Battle space and information



RESULT - EFFECT ON OPERATIONAL PLANNING CONSIDERATIONS

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Information Opns Fundamentals

- IPB must support Information Operations
- Commander takes the lead
- Gain and maintain situational awareness
- Establish and sustain team approach
- Anticipate and respond with speed, accuracy and truth
- Involve every soldier
- Maintain transparency
- Plan for protracted engagement
- Gain and maintain access to GII
- Conduct continuous operations.

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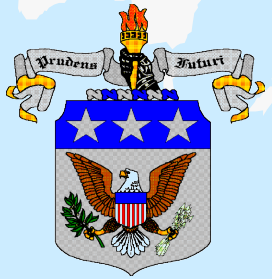
THE MEDIA

- Media will be there - can't avoid it
- Use the media to address your messages
- Train personnel to interact with the media
- Transparency is critical
- Don't over react to "bad" stories
- Belligerent Factions will use the media
- CNN Effect - affects public opinion



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TRANSPARENCY

- **Reinforce Legitimacy Impartiality and Civil Military Opns**
- **Balance between OPSEC and Transparency**
- **Leverage technology**

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Intelligence

- Bottom Driven
- Synchronization across spectrum
- Tactical Tailoring from National to Tactical
- Broadcast Dissemination to other militaries and non-military
- Human Intelligence focus
- Targeting non-lethal
- IPB- Broad focus

Logistical Considerations

- **SOFA plays key role (contractors must be included)**
  - **What if there is no Host Nation?**
- **Lead/Role Specialization Nation Support**
- **National Support Links (Stovepipes)**
- **Contractors (presence and legal considerations)**
- **UN Logistical Arrangements**
- **Memorandums of Understanding (MOUs) – insure all participants are part of the arrangement.**
- **Heavy Demand on:**
  - **Medical**
  - **Transport (air, ground, and sea) & Movement Control**
  - **Engineers**

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Legal

- **Understand the environment**
  - **Many conflicting national and international policy, regulatory and statutory considerations**
- **Realize that commanders at all levels are interacting with civil authorities**
- **Determine the authorities, constraints, and restraints**

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Fiscal

- **Determine**
  - **Authority to provide or receive multinational support**
  - **Financial support for peace related actions/ weapons buyback, elections, etc**
  - **Common funding arrangements**
- **Develop proactive measurers to mitigate UN or multinational fiscal short fall.**

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USE OF FORCE

- Tool to set conditions for enabling peace process
- AUTHORITY established
- Necessary & Sufficient Force
- ROE
  - National Differences understood and deconflicted PRIOR

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IMPARTIALITY

- Perception by
  - Belligerents
  - External Audience
- Affects Consent and Legitimacy
- Not Neutrality
  - Force Must be used if needed

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Rules Of Engagement
PURPOSES

- **Political**
  - To ensure that military operations meet political objectives
- **Military**
  - To facilitate mission accomplishment and force protection
- **Legal**
  - To ensure consistency with domestic and international legal obligations

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Force Protection

- Relate to mission accomplishment
- Multi-dimensional and dynamic
  - Legitimacy
  - Capability
  - Impartiality
  - Mutual Respect
  - Perceptions
  - Physical
- Extends to non-military
- Active Risk Management

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Risk Assessment

- Risk to Mission
- Risk to Force
- Mitigation
  - Credibility
  - Transparence
  - Education
  - Force Design
  - Anticipation
  - Technical assistance

Campaign Planning

thru

- ***Joint Campaigns/Operation***
  - **Functional and Service componen conduct subordinate and supporti operations -- not independent camp**
  - **The goal is to increase the total fectiveness of the joint/ multinational fo necessarily to involve all forces or involve all forces equally**

- ***The Campaign Plan***

corporates the commander's intent -- concise expression of t peration and the desired Political Military end state

ten contains the concept of operations -- the what, where, an joint force will affect the situation -- provides sufficient deta he staff and subordinate commanders to understand what th do without further instructions

JP 5-0, "DOCTRINE FOR PLANNING JOINT OPERATIONS"